

Associate Performance Planning Worksheet - Non-SES Management and Supervisory Associates

Employee Name: Gannon, Maureen

Position: Human Resources Officer,

Organization: CPA

Main Appraiser: Clay, Jacqueline J

GS-0201-15 Date Developed: 30-MAY-2017

Date Issued: 31-MAY-2017

Critical Element: Customer Relations(20%)

Description: (A) Customer Care and Intimacy; (B) Customer Outreach/ touch-points; (C) Customer Feedback - 365 days and 360 degree Customer & Employee; (D) Quality and Timeliness of Service – Performance progression from 'Reliable Provider' to 'Trusted Advisor' to (Gives Advice/Low Ownership) 'Collaborative/Valued Partner' (Shares Ownership/ 'At the Table'); (E) Awareness of Customer Business - Know your customer's business; and (F) Ensures Customers Results

Derived From	General Measure	Specific Measure	Standards/Exception					Feedback Source For Monitoring
			Level 1	Level 2	Level3	Level4	Level5	
GSA Strategic Goals; GSA Priorities; OHRM Organizational Commitments, HRS Director's Customer Relations CE	Customer Satisfaction ; Timeliness; Quality; Cost effectiveness		Demonstrates awareness of customer's basic business model. Sometimes reacts to customer needs and delivers to customer expectations.	Shares expertise with others about the customer's business. Usually reacts to customer needs and delivers to customer expectations	Demonstrates understanding of the customer's business model and actively shares expertise with others about customer dynamics. Shares expertise with customers about HR topics. Routinely and proactively develops solutions that support the customer's business objectives. Supports customer from initial contact through resolution/ results (i.e., owns the handoffs).	Provides expertise with customers about the current and future implications of HR business decisions. Consistently influences customer's business operations. Anticipates and validates customers requirements and structures delivery to improve customer's ability to achieve timely business outcomes. Ensures customer receives seamless support from across OHRM from initial contact through resolution/results	Actively and routinely engages with customers as a valued partner and contributes to customers strategic direction and decisions. Sought out for recognized expertise in achieving customer business outcomes (i.e., the "go to person"). Serves as a role model for superior customer service within OHRM.	Customer feedback; surveys; Supervisory observation; Feedback from customers; Oversight organizations (e.g., IG, OCIO, OCFO, etc.); Actual performance in relation to measures & targets; SES; Customer/stakeholder team (made up of Services, Staff office

Critical Element: Results Driven(40%)

Description: Time to hire; Customer Training (Quarterly Offerings); Workload Tracker (Quality Review/Accuracy); Engagement; Program Management

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PD, SLAs, OHRM Goals, HRS Initiatives, HRS Director's Results Driven CE	Results		In repeated instances, the manager demonstrates performance deficiencies that detract from mission goals and objectives. The manager generally is viewed as ineffectual by OHRM leadership, peers, or employees. The manager does not meet established performance expectations/timelines/targets and fails to produce – or produces unacceptable – work products, services, or outcomes	The manager's contributions to the organization are acceptable in the short term but do not appreciably advance the organization towards achievement of its goals and objectives. While the manager generally meets established performance expectations, timelines and targets, there are occasional lapses that impair operations and/or cause concern from management. While showing basic ability to accomplish work through others, the manager may demonstrate limited ability to inspire subordinates to give	Participate and/or lead OHRM initiatives for successful accomplishment. Regularly meet timeframe and established milestones for initiatives/special projects, service level agreement, and associated project plan, as appropriate. Ensure timeframe and established milestones for reorganizations and other initiatives/special projects conform to service level agreement and project plan are successfully achieved, as appropriate. Completed work is accurate and based on the	Meets requirements for Level 3 and: Meets and often exceeds timeframe and established milestones for reorganizations and other initiatives/special projects, service level agreement, and/or project plan, is well before due date. Often exceeds leadership expectations. Takes an active role and involvement in shaping and leading critical OHRM initiatives. Eliminates redundancies and drives higher efficiency levels	Meets requirements for Level 4 and: Consistently exceeds leadership expectations. Provides vision and leadership identifying critical initiatives that support the strategic direction of OHRM and associated change management needs. Analyzes and evaluates systemic HR issues and takes steps to resolve. Leads or supports long-term or complex projects that significantly impact	Supervisory Observation, SLA, Project Plans, HRS Initiatives

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				their best efforts or to marshal those efforts effectively to address problems characteristic of the organization and its work	<p>needs of the organization in compliance with statute, OPM regulations, internal agency policies, service level agreements, and SOPs 90% of the time.</p> <p>Issue guidance as needed for special and unique cases for reorganizations and other initiatives, on a case by case basis</p> <p>Establish and promote strategic approach to filling key positions within General Services Administration to increase the quality of hires and to improve hiring manager satisfaction in the hiring process. Develop and implement project/recruitment plan for top series for key occupations for customers based on workforce analysis and staffing plan and comply with the milestones/timeframes and activities of the project plan.</p> <p>Reinforce quality control procedures of Service Center databases/logs of the Workforce Relations Branch (Labor and Employee Relations) and Recruitment and Staffing Branch and CABS (Service Center D only) to ensure compliance with statute, OPM Regulations, internal GSA policy, SOPs, project plan and/or OHRM Service Level Agreement to improve accuracy of data output 90% of the time on a quarterly basis. Databases include HRM Database, Workload tracker, and such tools used for tracking.</p> <p>Standard Operation Procedures (SOP) or control procedures developed to ensure</p>	<p>for administrative functions. Provides support to organizational succession planning activities.</p> <p>Drives higher efficiency levels across the board for human capital support. Highlights issues and trends and makes recommendations to OHRM leadership to ensure workforce and organization are properly staffed and aligned with OHRM organizational objectives.</p> <p>Completed work is accurate and based on the needs of the organization in compliance with statute, OPM regulations, internal agency policies, service level agreements, and SOPs 91-94% of the time.</p>	<p>organizational goals</p> <p>Completed work is accurate and based on the needs of the organization in compliance with statute, OPM regulations, internal agency policies, service level agreements, and SOPs 95-100% of the time</p>	

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					compliance with GSA management controls, statutory, and OPM regulatory requirements of HR functions. Implement and promote Service Centers to follow SOPs in an effort to operate consistently across GSA, streamline work products, solve problems and eliminate duplication of efforts across HR functions. Communicate any revisions to SOPs based on statute, OPM regulations and agency internal policies as appropriate.			

Critical Element: LEADING CHANGE(10%)

Description: Develops and implements an organizational vision that integrates key organizational and program goals, priorities, values, and other factors. Assesses and adjusts to changing situations, implementing innovative solutions to make organizational improvements, ranging from incremental improvements to major shifts in direction or approach, as appropriate. Balances change and continuity; continually strives to improve service and program performance; creates a work environment that encourages creative thinking, collaboration, and transparency; and maintains program focus, even under adversity.

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GSA Strategic Goals; GSA Priorities; OHRM Goals, HRS Director's Leading CE		Process Improvement, Innovation, Transparency, Institutionalizing Excellence	Partially implements process improvements as designed. Executes on some goals and priorities as outlined to comply with strategic direction.	Implements process improvements as designed. Implements goals and priorities for implementing the strategy and vision. Promulgates the OHRM operating principles.	Identifies and champions process improvements and solutions that impact the enterprise and further OHRM/GSA vision and goals. Formulates short and long term goals, sets priorities and establishes strategies for implementing vision. Identifies and promotes new ideas and adapts to & influences changing work situations & priorities. Shapes the organizational culture by promulgating the OHRM operating principles	Identifies and initiates new/innovative approaches to achieving business results. Drives key aspects of GSA's and OHRM's business and cultural transition towards operational excellence.	Institutionalizes and integrates key aspects of the GSA's and OHRM's operational and cultural transition towards operational excellence.	Feedback from superiors, colleagues, customers & subordinates; level & frequency of involvement in team efforts; supervisor's observation

Critical Element: LEADING PEOPLE(10%)

Description: Designs and implements strategies that maximize employee potential, connects the organization horizontally and vertically, and fosters high ethical standards in meeting the organization's vision, mission, and goals. Provides an inclusive workplace that fosters the development of others to their full potential; allows for full participation by all employees; facilitates collaboration, cooperation, and teamwork, and supports constructive resolution of conflicts. Ensures employee performance plans are aligned with the organization's mission and goals, that employees receive constructive feedback, and that employees are realistically appraised against clearly defined and communicated performance standards. Holds employees accountable for appropriate levels of performance and conduct. Seeks and

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considers employee input. Recruits, retains, and develops the talent needed to achieve a high quality, diverse workforce that reflects the nation, with the skills needed to accomplish organizational performance objectives while supporting workforce diversity, workplace inclusion, and equal employment policies and programs.

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			Level 1	Level 2	Level3	Level4	Level5	
GSA Strategic Goals; GSA Priorities; OHRM Goals, HRS Director's Leading People CE	Learning, Performance, Recognition, Engagement	Promote a highly engaged workforce through employee development/ learning, performance mgmt and recognition. (60%) Use the EVS to identify opportunities for improvement. Monitor org health in GSAs Identified key engagement driving categories (40%)	Implements diversity policies and provides minimal support to recruiting, developing and retaining a diverse workforce	Complies with minimum HR and EEO regulatory requirements. Intermittently promotes teamwork, acceptance and productivity	Builds a results-oriented culture that encourages feedback, teamwork, collaboration, and appropriate risk-taking in a manner that fosters organizational effectiveness. Fosters performance excellence through alignment of efforts with the CPO vision, mission, and goals. Motivates people towards achievement and development by encouraging staff to work outside of their standard range. Fosters high performance and takes corrective action. 95% of eligible employees have signed performance plans and approved IDPS. 90% New Supervisors complete mandatory supervisory training. Utilize opportunities to provide "just in time" recognition for employee performance. EVS action plans are used to drive results within organization	Initiates and sustains action to accomplish the organizational program goals by guiding, challenging, and motivating others and gaining the confidence and active support of subordinates peers and multiple internal and external customers and stakeholders. 97% of eligible employees have signed performance plans and approved IDPS. 95% New Supervisors complete mandatory supervisory training. Utilize opportunities to provide "just in time" recognition for employee performance. EVS action plans are used to drive results within OHRM.	Empowers staff and achieves voluntary commitment to shared values and goals, and adapts leadership style to different situations. Is a recognized leadership role model among staff and peers (e.g., represents the ideal leader in OHRM). 100% of eligible employees have signed performance plans and approved IDPS. 100% New Supervisors complete mandatory supervisory training. Utilize opportunities to provide "just in time" recognition for employee performance. EVS action plans are used to drive results within GSA	Feedback from superiors, colleagues & subordinates; quality of management documentation; timeliness of response to management action due dates; supervisor's observation

Critical Element: BUSINESS ACUMEN(10%)

Description: Assesses, analyzes, acquires, and administers human, financial, material, and information resources in a manner that instills public trust and accomplishes the organization's mission. Uses technology to enhance processes and decision making. Executes the operating budget; prepares budget requests with justifications; and manages resources.

Executes the operating budget; prepares budget requests, and effectively manages resources. Reduce indirect costs of operations. Ensure timely, affirmative and accurate responses to investigations, evaluations, audits and FOIA requests; close repeat findings (>1 years old), ensure responsiveness, completeness and accuracy of all correspondence and other documents. Improve the security posture of the agency, including removing critical high risk and vulnerabilities. Improve data integrity and business analytics. Drive accountability for acquisition performance throughout the acquisition life-cycle.

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GSA Strategic Goals; GSA Priorities; OHRM Goals, , GSA Directives, Law/ Regulations Approved OHRM Budget and HR Services Budget Allocation, HRS Director's Business Acumen CE		Financial, Human Capital, and Administrative Management	Is aware of some key issues affecting the organization, including financial, human capital and technological factors, and sometimes uses the information to make program decisions.	Stays informed about most key issues affecting the organization, including financial, human capital and technological factors, and uses the information to make program decisions. Demonstrates a workable knowledge of OHRM and GSA business operations	Applies understanding of GSA's business operations and OHRM's overall resource posture to collaboratively formulate, execute, and monitor budget within 5% of plan (plan mean original budget plus any adjustments made outside of your control). Effectively recruits, selects, develops, and takes corrective action to ensure a high performing workforce. Demonstrates understanding of contracts to effectively deliver programs. Assesses impact of changes on financial, human capital conditions and takes actions to address risks, consequences, and potential trade-offs to achieve goals/ customer requirements within financial constraints. Demonstrates a keen awareness of government and industry and quickly responds in a way that achieves positive results for the organization. Supports HRT2T initiative requirements with subject matter expertise within your program area as requested. Identifies processes that are not efficient/manual and provides leadership information for developing a technical solution.	Applies understanding of GSA's business operations and OHRM's overall resource posture to collaboratively formulate, execute, and monitor budget within 2.5% of plan (plan mean original budget plus any adjustments made outside of your control). Effectively recruits, selects, develops, and takes corrective action to ensure a high performing workforce. Demonstrates understanding of contracts to effectively deliver programs. Assesses impact of changes on financial, human capital conditions and takes actions to address risks, consequences, and potential trade-offs to achieve goals/ customer requirements within financial constraints. Demonstrates a keen awareness of government and industry and quickly responds in a way that achieves positive results for the organization. Supports HRT2T initiative requirements with subject matter expertise within and outside of your program area to look for improvement opportunities. Identifies processes that are not efficient/manual and provides leadership information for developing a technical solution(s).	Applies understanding of GSA's business operations and OHRM's overall resource posture to collaboratively formulate, execute, and monitor budget within 0.5% of plan (plan mean original budget plus any adjustments made outside of your control). Effectively recruits, selects, develops, and takes corrective action to ensure a high performing workforce. Demonstrates understanding of contracts to effectively deliver programs. Assesses impact of changes on financial, human capital conditions and takes actions to address risks, consequences, and potential trade-offs to achieve goals/ customer requirements within financial constraints. Demonstrates a keen awareness of government and industry and quickly responds in a way that achieves positive results for the organization. Proactively provides innovation solutions and expertise to HRT2T within and outside of your program area to look for optimal solutions. Identifies processes that are not efficient/manual and provides leadership recommended technical solution(s) and proposed implementation plan.	Actual \$ & FTE resource use vs budget plan; adherence to guidance & mgmt controls; Supervisor's observation; Feedback from financial & acquisition professionals

Critical Element: BUILDING COALITIONS/COMMUNICATION(10%)

Description: Solicits and considers feedback from internal and external stakeholders or customers. Coordinates with appropriate parties to maximize input from the widest range of appropriate stakeholders to facilitate an open exchange of opinion from diverse groups and strengthen internal and external support. Explains, advocates, and expresses facts and ideas in a convincing manner and negotiates with individuals and groups internally and externally, as appropriate. Develops a professional network with other organizations and identifies the internal and external politics that affect the work of the organization. Approaches each problem situation with a clear perception of organizational and political reality; recognizes the impact of alternative courses of action. Influencing/Negotiating - Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals; facilitates win-win situations.

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GSA Strategic Goals; GSA Priorities; OHRM Goals. HRS Director's Building Coalitions/ Comms CE		Customer Relations and Partnership Development	Participates with stakeholders 'as directed' to make decisions. Sometimes maintains tactical/as-needed relationships with stakeholders necessary to achieve business results. Demonstrates intermittent success at building effective collaborative behaviors to build consensus or gain cooperation in the achievement of shared goals/result.	Usually identifies appropriate stakeholders for required business decisions. Usually establishes relationships and gains cooperation on a tactical/as-needed basis to meet business needs. Usually considers the political environment and stakeholder alignment in decision making to achieve desired results.	.Routinely builds and strengthens relationships and alliances with other leaders internal and external to the enterprise as a foundation for achieving results. Understands the political environment and leverages the relationships between individuals and organizations to ensure decisions and actions are aligned with GSA Vision, Mission and Goals. Facilitates good and timely decision-making by building consensus and gaining cooperation from others to achieve results	Maintains and expands relationships and alliances with internal and external leaders and finds common ground to address competing interests to achieve results. Anticipates changes in trends, initiatives, and the socio-economic and political environments and positions the organization to adapt, react, and mitigate impact of those changes and to use those changes to move the agency forward. Positions the organization and leverages the relationships between individuals and organizations to ensure decisions and actions are aligned with GSA Vision, Mission and Goals	Leverages relationships and alliances internally and externally to build coalitions critical to the development of solutions that align with and advance program and GSA goals and mission. Forges relationships, previously contentious or hostile to facilitate good & timely decision-making. Demonstrates exceptional awareness of customer and integration of GSA's overall strategic goals	Feedback from superiors, colleagues & customers; quality of written & oral communication; timeliness of response to others; supervisor's observation